

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Draft of the Annual Personnel Plan

1. The attached Annual Personnel Plan (APP) contains two parts: a plans section and a reports section. The former concentrates upon the formulation of numerical targets that reflect desired program levels. It also has a few key questions, designed to facilitate review of the APP of each Career Service by the Deputy Director concerned. The reports section is restricted to a limited number of one-page, analytical reports covering topics that should be considered at the same time progress on APP is discussed in order to accomplish an overall management review. Reports are confined to issues of management concern that are not easily subjected to a planning approach.

2. Other basic characteristics of the APP draft are the following:

a. It is oriented toward the measurement of managerial and program effectiveness. The actions and data elicited by APP should be comparable with and contribute to other Agency programs (present and future) seeking more effective management, e.g., Program Call administration, management by objectives, and productivity measurements.

b. It can be used, also, by divisions and other lower organizational units in planning their annual personnel activities.

c. As both a planning and review mechanism, it is a system for preventive and corrective personnel management.

3. Background data, in available machine runs, will be given to the Career Services to help them prepare the first APP for FY 1974. We intend to seek, with your assistance if needed, a computer-produced data base for future use by Career Service Heads in doing the planning required to complete APP. Once this assistance is available, their efforts could be largely directed to developing projections and establishing goals.

4. We kept the APP format as simple as we could in order to make the work burden as easy and acceptable as possible. We hope that Career Service Heads will be able to visualize the advantages of having an APP prepared within their areas (with computer help) that would enable them

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personally to do a better job of personnel managing -- influencing events and avoiding personnel problems.

5. After gaining some actual experience with APP, it should be possible to install an Agency-wide evaluation system entailing periodic checks on progress achieved in meeting recognized objectives, pursuant to planned goals and standards.

6. Before proceeding to finalize APP, I would appreciate your review of the attached draft and your comments whether or not it is responsive to your desires.

Harry B. Fisher  
Director of Personnel

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